*Chapter 6*

# Security and Terrain Management

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# RESPONSIBILITIES

Commanders fight throughout the depth of the battlefield. Operations in the rear include efforts to–

- Secure and support the force.
- Neutralize or defeat enemy operations in the rear.
- Ensure freedom of action in deep and closeoperations.

The division commander is responsible for rear operations within the division boundaries. The keys to rear operations are sound planning, early warning, continuous OPSEC, and the rapid deployment of sufficient forces and resources to counter the threat. Rear operations are a part of the division's overall operations, mission analysis, threat assessment, IPB, resource allocation, and base assessment process, The division commander ensures battle planning includes consideration for deep, close, and rear operations. The G3 includes detailed planning for the entire rear area as part of operational planning for offensive and defensive missions. The division commander typically designates the ADC-S as the division rear operations commander.

The ROC exercises his rear operations responsibilities through the division rear CP. This CP collocates with the DISCOM CP for limited support. This support is field feeding for up to 50 personnel and HSS. Collocation also facilitates local security and support coordination. From the rear CR the ROC coordinates support of current operations. He also plans and prepares for future operations. He manages terrain for all units currently residing or moving into the division rear area. He also coordinates security plans and movements within the division. The division rear CP is manned for continuous operations. It monitors the battle. It is prepared to assume control of the fight if the TAC CP and the division main CP can no longer function.

The rear CP consists of three cells. These are the headquarters, operations, and CSS cells. The ROC is in the headquarters cell. The operations cell plans and controls terrain management, security, and ADC in the division rear. Goals in these areas include the following:

- Secure the rear areas and facilities.
- Prevent or minimize enemy interference with command, control, and communications.
- Prevent or minimize disruption of CS and CSS forward.
- Provide for unimpeded movement of friendly units throughout the rear.
- Provide for continuous, unimpeded support to deep, close, and rear operations.
- Find, fix, and destroy enemy incursions in the rear area.
- Provide area damage control before, during, and after an attack or incident.

The CSS cell is responsible for logistics planning. It works closely with the DISCOM commander and staff, who have the primary responsibility for logistics operations. More information on the division rear CP is in FM 71-100.

Typically, the ROC designates the DISCOM commander as the base cluster commander for the DSA. The ROC coordinates with the DISCOM commander to plan and implement rear operations in the DSA.

The division rear CP controls terrain in the entire division rear. The DISCOM commander is responsible for security and terrain management in the DSA. All ground units entering the division area report to the division rear CP collocated with the DISCOM CP. They coordinate routes, terrain, communications, and CSS. The division rear CP contacts the main CP to confirm the operational aspects of the coordination.

The infantry brigade commander is responsible for rear operations throughout the brigade area. He assigns tasks to subordinate and supporting commanders to accomplish all brigade missions. The FSB commander is responsible for security and terrain management only within the BSA. METT-T and the division commander's intent, however, may require the FSB to perform additional rear operations functions. In such cases, the brigade or division commander allocates additional resources to the FSB. All ground units entering the BSA report to the brigade rear CP collocated with the FSB CP. They coordinate routes, terrain, communications, and CSS. The brigade rear CP contacts the brigade main CP to confirm the operational aspects of the coordination.

# SECURITY

Security operations enable the DISCOM to perform its foremost rear operations function – support. Each unit in the DSA and BSA provides its own local security. All units except the medical companies assist in the security of the DSA or BSA. The DISCOM, MSB, FSB, and AMCO commanders ensure that their units are proficient in basic tactical skills. (Security during deployment is discussed in Appendix D.)

## ORGANIZATION

To enhance support operations, the DISCOM commander often groups DISCOM elements together. Elements are grouped into bases and base clusters for mutual support. The ROC is responsible for the composition of bases and base clusters in the division rear, The ROC receives help from the operations and CSS cells in the division rear CP and the DISCOM staff. They consider many factors in deciding how to group elements and where to locate them. Factors discussed later in this chapter under terrain management apply here. In addition, the ROC ensures units selected for collocation complement each other. A viable base requires a mix of weapon systems, adequate planning and supervisory personnel, and varied communications assets.

The ROC designates certain bases or clusters as critical. These include groups that contain most of a class of supply or service. Examples include —

- Nuclear or chemical ammunition storage sites.
- Ammunition or fuel storage sites.
- Command and control headquarters.
- Critical communications nodes.

At the same time, the ROC assesses each base for its vulnerability. Vulnerability depends on the base's location, composition, and relative target value. The ROC allocates resources in order to protect the most critical and vulnerable assets first.

### Bases

A base is a geographically small, defensible area. It has a contiguous perimeter and established access controls. Frequently, a DISCOM company constitutes a base. The base commander is the senior unit commander when more than one unit is in the base. Selection of the base commander takes into consideration not only rank but also branch and experience. The medical company commander does not command a base or a base cluster with nonmedical units.

The base commander establishes a BDOC to operate 24 hours a day. The BDOC is formed from the staff of the base commander. If the units occupying the base arc less than battalion-size, the base commander draws personnel and equipment from his own and tenant units to form a BDOC. The base commander situates and configures the base to take advantage of natural and man-made terrain features. The area to defend varies from high ground with good observation and fields of fire to a highly congested area with buildings or vegetation obscuring observation and limited fields of fire. Where to position the base involves support mission and security considerations. In addition to terrain factors discussed above, considerations include the following:

- Dispersion,
- Cover and concealment.
- Internal accessibility,
- Proximity to supported units.
- Security and defense capabilities.
- Communications.
- Enemy avenues of approach.
- Possible LZ/DZs.

The base commander determines tentative locations of base elements. The base commander prepares sketches of the area. These include the traffic circulation plan, OPs and LPs, motor pools, and physical details of

the base defense plan. Sketches also show the locations and directions of fire for any crew-served weapons. Weapon systems in the DSA or BSA for repair are integrated into the base defense plan.

### Base Clusters

Base clusters contain several bases grouped together to enhance security and mission accomplishment. A base cluster does not have a defined perimeter or established access points, Base clusters rely on mutual support among bases for protection. Mutual support is achieved through interlocking fires, integrated patrol and surveillance plans, and the use of base cluster reaction forces. The base cluster commander designates the personnel in the reaction forces. He ensures they have sufficient weapons, mobility, and communications. Reaction forces train to react quickly and appropriately.

If the DISCOM commander is a base cluster commander, he establishes a BCOC with assets primarily from the DISCOM S2/S3 section. He also designates an alternate BCOC. The MSB CP is an option. The S2/S3 section of the FSB is the BCOC for the BSA. Alternate BCOC possibilities include the FSB company CPs. The BCOC provides the C2 to plan, coordinate, and supervise base cluster operations. The DSA BCOC interfaces with the division rear CP on terrain management, movements requirements, and security operations. Each base sends a representative to staff meetings. In addition, the BCOC issues a situation report on a regular basis, twice daily. The report provides intelligence updates, reporting requirements, and impending movement orders. The base cluster commander integrates base defense plans into a base cluster defense plan.

### COMMUNICATIONS

Communications for security arc conducted by wire, radio, signals, and personal contact. The primary means is wire. Each base is linked to the BCOC by wire. The BCOC operates a switchboard 24 hours a day. Wire communications in a rear operations environment arc preplanned. Responsibilities for the laying of wire from companies to the BCOC are not necessarily based on the doctrine of higher to lower. Planning takes into consideration the unit's capability to perform this mission. The work load is delegated accordingly.

Ideally, the DISCOM also operates a separate rear operations radio net. However, availability of radios may not permit this. Therefore, if wire communications are lost, units monitor the DISCOM command/operations net which serves as the BCOC radio net. If communications

by these means are lost, the tenant activities send a messenger to the BCOC.

In addition, units in the DSA and BSA do not rely on wire and FM communications to relay alert status. Too much time passes before every soldier receives the message. The ROC specifies in an SOP recognizable signals that are easy to initiate. For example, the warning for an NBC attack could be a metal on metal signal. This can be relayed quickly by voice, hand and arm movements, or horn blasts. Detailed information and instructions follow by radio, wire, or messenger. The all-clear signal is only passed via command channels.

### INTELLIGENCE

Though the division rear CP coordinates rear operations in the division, the DISCOM, MSB, and FSB headquarters are involved in IPB for two reasons. The information is valuable in support planning. Also, commanders are responsible for the security of their units. Intelligence information is also essential for battlefield deception operations. Essentials of IPB are briefly discussed here. Detailed information on IPB is in FM 34-130. Additional information on deception for DISCOM elements is in Appendix F of this manual.

### Terrain

The DISCOM and subordinate commanders know what possibilities the terrain offers to both friendly and enemy forces. This analysis is vital to DISCOM units in view of the limited weapons available and numerous personnel and equipment in the area. The DISCOM, MSB, and FSB commanders rely heavily on the division rear CP for terrain analysis. A DS terrain team provides information to the G2 for IPB. The G2 passes it to the brigades and the DISCOM headquarters. After review and modification for level of detail, the DISCOM headquarters passes it to the MSB and FSBs.

Intelligence gatherers use OCOKA to analyze terrain. OCOKA refers to observation and fields of fire, concealment and cover, obstacles, key terrain, and avenues of approach.

Radios, ground, air observers' vision, and air defense target acquisition require line of sight. DISCOM direct-fire weapons require fields of fire.

Concealment is protection from air and ground observation. Cover is protection from effects of fire. In built-up areas, DISCOM elements occupy buildings. This maximizes cover and concealment, Buildings also reduce heat signature. However, planners also

consider the surrounding road net for support and security operations.

Obstacles are natural and man-made features that stop, impede, or divert movement. To ensure freedom of movement for friendly forces in the rear, DISCOM planners know all existing obstacles. They also consider the effects of removing, overcoming, or bypassing them. Weather effects on trafficability also act as an obstacle.

Any feature providing a tactical advantage is key terrain. Whether a particular feature is key or not varies with the tactical situation. However, commanders consider the following as possible key terrain:

- Bridges.
- Fording sites.
- High ground.
- Choke points.
- Road junctions.

Avenues of approach arc ground and air routes by which a force may reach an objective or key feature. Considerations for avenues of approach in the rear are their capabilities to support movement and to allow rapid enemy movement into the rear.

### Weather

Weather affects mobility and the functioning of virtually all items of equipment. It also affects the performance of personnel. Planners consider terrain and weather concurrently. Again, DISCOM planners depend on the division rear CP for weather analysis. The five aspects of weather affecting planning are temperature and humidity, precipitation, wind, clouds, and visibility.

Very high temperatures cause heat injuries. They also increase engine wear and failure. Very low temperatures increase cold weather injuries, damage engines and cooling systems, lubrication problems, and fuel requirements. Cooler temperatures and humidity cause fog.

Precipitation affects mobility, visibility, and effectiveness of personnel and equipment. It also affects the quality of some stored materiel. Snow, even in small amounts, reduces the effectiveness of mines. DISCOM planners consider precipitation of more than 0.1 inch per hour or 2 inches in 12 hours critical. Six inches of snow accumulation or drifts higher than 2 feet have severe effects on mobility.

Wind usually favors the upwind force. It blows dust, smoke, sand, rain, or snow on the downwind force.

It affects employment of NBC munitions, smoke, and conventional weapons.

Clouds affect air operations. These include logistics air missions. They also include our own close air support, as well as the enemy's ability to conduct airborne or air assault operations.

Poor visibility limits employment of airborne forces. However, agents and special purpose force operations often rely on it to reduce the effectiveness of rear area security. Poor visibility hinders control and reduces effectiveness of reconnaissance, surveillance, and target acquisition.

### Threat Evaluation and Integration

Threat evaluation is a detailed study of the enemy forces. It considers threat organization, tactical doctrine, equipment, and support systems. The DISCOM's primary interest for security purposes is in rear area threat evaluation. In coordination with the division rear CP, the DISCOM S2/S3 prepares a doctrinal template. This reflects the enemy's air assault, airborne, operational maneuver group, and special purpose force employment doctrine. The DISCOM maintains a situation map of enemy and friendly forces along the FLOT. An unconventional warfare situation map and population status overlay depict other rear area threats. These include insurgents, guerrillas, terrorists, agents, and potential civil unrest. The situation map shows probable operating areas, headquarters, encampments, and movement routes for unconventional forces, The rear area population status overlay shows areas with a high potential for civil unrest or concentrations of enemy sympathizers. The overlay also shows the locations where psychological operations are effective.

The DISCOM passes any information on the threat to the division rear CP. Sources of information include local authorities, local civilians, and displaced civilians, Information obtained from base commanders within the DSA and BSA, MPs, truck drivers, customers, and any other elements moving into the area is used. Specific areas of interest include —

- Landing zones and drop zones.
- Key road junctions.
- Forest paths.
- Small groups of individuals attempting to move through or evade detection in the DSA and BSA.
- Guerrilla and insurgency sites.
- Terrorist operating areas.

Intelligence analysts integrate the threat evaluation with weather and terrain factors. They determine how the threat is likely to operate in the rear area. They pass relevant information to the DISCOM.

## THREAT LEVELS

Base cluster commanders ensure all base commanders understand the different threat levels and the associated actions. The ROC keeps in mind DISCOM units are neither staffed nor equipped to continue support operations at normal levels while responding to increased levels of threat. How much support is degraded depends on the threat level.

Base or base cluster self-defense measures defeat Level I threats. Level I threats involve the activities of agents, saboteurs, and terrorists. Typical actions the base cluster commander requires include –

- Manning OPs fully.
- Increasing guards and spot-checking vehicles.
- Tightening base security.
- Alerting defensive perimeter personnel.
- Increasing projection of key facilities.

Level II threats are those beyond base or base cluster self-defense capabilities. Response forces, normally MPs with supporting fires, defeat Level II threats. They involve –

- Diversionary and sabotage operations by unconventional forces.
- Raid, ambush, and reconnaissance operations by small combat units.
- Special or unconventional wartime missions.

The base cluster commander likely requires strictly controlled access to all areas, reinforcement of the defense assets, and preparation for withdrawal from OPs. He also alerts the reaction force.

A tactical combat force is required to defeat a Level III threat. Level III threats involve –

- Heliborne operations.
- Airborne operations.
- Amphibious operations.
- Penetration by enemy forces from the main battle area.
- Ground force deliberate operations, An example is operational maneuver groups with linkup of smaller airborne and assault units.

- Infiltration operations.

Artillery or air strikes normally precede such enemy operations. The base cluster commander withdraws OPs, commits reaction forces, notifies the DISCOM S2/S3, and ceases support operations.

## DEFENSE OPERATIONS

DISCOM units defend themselves against attempts to disrupt their operations. As discussed later, units form base defense perimeters to defend against the threat. When enemy forces exceed base and base cluster defense capabilities, response forces provide the initial force to close with and to destroy the enemy.

Responsiveness is a key to defeating enemy incursions in the DSA and BSA. This involves the immediate reaction and rapid deployment of sufficient combat power and ADC resources to destroy the enemy and minimize damage.

Responsiveness is achieved through –

- Effective command relationships and command supervision.
- Reliable communications.
- Accurate intelligence.
- Centralized planning by BCOC but decentralized execution.
- Organic mobility of response force. (This is a special challenge in the LID with its limited transportation assets.)
- Training and rehearsals.
- Prior assessment of the capabilities of DSA and BSA bases and facilities to withstand enemy attack. This assessment is based on their degree of exposure and their importance to the division's ability to support operations.

## BASE OPERATIONS

The elements in the DSA and BSA are organized into bases for self-defense. Normally, each company in the DSA and BSA constitutes a base. The base cluster commander organizes miscellaneous small teams into bases. The base commander is responsible for preparing the base defense plan. He also coordinates with the base cluster commander. The base commander trains all personnel in basic defensive techniques. He develops a reaction force for internal security and reinforcement of the base. Each base is capable of defending itself against a Level I threat. It can also delay a Level II threat until a response force arrives.

If the base is faced with a Level III threat, it takes action to —

- Prevent critical supplies and equipment from falling into enemy hands.
- Defend itself as long as possible.
- Avoid capture.

Base commanders are responsible for the following:

- Coordinating with bases on each side to plan mutually supporting fires and to avoid troops engaging each other. If a problem exists, the base commander notifies the base cluster commander.
- Ensuring each individual is assigned a fighting position. Personnel construct positions to provide overhead cover. They configure positions to provide for interlocking sectors of fire.
- Ensuring proper individual fighting positions are prepared. Soldiers use all available cover. Positions provide frontal protection from direct fire. They also allow fire to the front and oblique. Protection from indirect fire requires a depression or hole at least 1 1/2 feet deep with overhead cover. Details on fighting positions are in FM 5-103.
- Deploying crew-served weapons in fighting positions with primary and secondary sectors of fire. Instructions for preparing positions for each type of crew-served weapon are also in FM 5-103. The base commander ensures each weapon has two adequate range cards. He submits one to the base cluster commander.
- Identifying target reference points to direct fire against approaching ground or air enemy forces.
- Deploying all weapon-carrying vehicles on the base perimeter. This includes vehicles in the DSA or BSA for repair. However, weapons that can be dismounted from a vehicle are usually of more value to the defense dismounted and positioned for firing from a dug-in fighting position or OP.
- Ensuring vehicles are properly positioned. Natural cover and concealment are used.
- Setting up OPs and LPs. OPs are provided a good view of the sector. The sector ideally overlaps with the adjacent OP sectors. Both the OPs and routes to them provide cover and concealment. They are not in positions that attract attention. These include isolated groups of trees. They are also not on the very peaks of hills where positions are silhouetted. Further guidance on OPs is in FMs 19-4 and 17-98.

- Establishing patrols.
- Enforcing noise and light discipline.
- Ensuring camouflage is used properly. Guidance is in FMs 5-20 and 8-10.
- Planning and establishing hasty obstacles.
- Creating a base reaction force to respond immediately against a threat within the base.
- Ensuring soldiers know alert signals and proper responses to artillery and air attacks.
- Preparing sector sketches and providing them to the base cluster commander. These are updated at regular base cluster meetings. Sketches include major terrain features, weapon positions, and OP positions.
- Coordinating with the division rear CP to determine what fire support is available for the division rear area. (The commander determines the availability of fire support based on the anticipated threat. The FSO at the rear CP establishes what type of fire support is available. He also specifies communications means.)

An effective base defense system accomplishes the following four tasks:

- Security of the base, The base and base cluster commanders establish the defensive measures to ensure the security of their units. Each commander applies METT-T analysis to determine requirements. If an attack is unlikely, defense operations involve few people. However, personnel man LPs, OPs, and access points. If a threat is probable, defense requirements disrupt support operations. DISCOM units place machine guns and lightweight antiarmor weapons to cover obstacles and avenues of approaches. Grenade launchers mounted on vehicles are effective fire suppression systems. They can be quickly dispatched to threatened areas.
- Detection. Detection includes the use of day and night observation devices. It involves communications, intelligence, radar, chemical and radiological monitoring, and sensor equipment to provide early warning of enemy infiltration attempts. All personnel understand warning systems and procedures. Alarms notify personnel of alert postures. Warning devices include sirens, pyrotechnics, and horns.
- Delay. The defense system hinders the threat's progress in order to permit defense forces to react.

Obstacles covered by direct or indirect fires slow or canalize movement. The ROC can, with G3 approval, authorize mine emplacement in the division rear. However, he coordinates a proposed mine field with adjacent, higher, and subordinate units. He also ensures limitations to friendly maneuvers are minimized. He makes sure all requirements for reporting, marking, and recording are met.

● Survival. If the threat exceeds the base's capability, the base may not prevent breach of the perimeter. Evacuation of critical units is described in a save plan and rehearsed for emergencies. The save plan is initiated without any direct physical threat by the enemy, Its use is keyed to events. Examples include a heliborne assault into a nearby LZ or enemy breakthrough of the FLOT.

### Supply Point Bases

Support units are least capable of self-defense. They are often the targets of enemy action. Time and effort used to support the rear operation effort degrade their ability to perform their primary mission. Natural berms, deep-cut protective positions, natural terrain concealment, and camouflage nets protect fuel tanks. Personnel protect Class I, II, and IV items in deep-cut trenches if time allows, Traffic control includes measures to conceal movement at, to, and from supply points. At water points, spills are controlled to avoid standing pools of water which reflect light.

### Maintenance Facility Bases

In the base shop area, personnel prepare individual positions near billeting areas and on the periphery of work stations. They construct simple cut-and-cover or other expedient shelters next to key shop facilities. These provide quick protection from artillery and air attacks. They integrate weapon systems on vehicles in the DSA or BSA shop for repair in the base defense plan.

### Clearing Station Bases

Medical personnel require shelters with adequate overhead cover. This allows treatment to continue during hostilities. A direct attack on HSS assets is not likely. However, the commander does not rule out this action, More realistically, enemy actions disrupt HSS operations by interdicting evacuation routes, destroying bridges, and sabotaging supplies. Also, the enemy damages or destroys HSS assets because of their proximity to other rear area targets. Dispersion of HSS assets, within the limits of the tactical situation, becomes a vital consideration. In the event of an attack, HSS personnel dispatch treatment and evacuation assets to the damaged area.

Security plans do not require medical units to fire on enemy troops except as the result of direct attack on medical units. Medical units do not fire to support adjacent units unless the enemy directly threatens medical units. Medical unit personnel do not man the perimeter defense of nonmedical elements. These include unit trains, logistics areas, or base clusters. Such action causes the loss of protected status. FM 8-10 has additional information.

### Transportation Company Base

The elements of rear operations that have the most impact on transportation units are the assembly and movement of reserves and the relocation of units. Deployment routes offer concealment from observation. Supply personnel disperse supply storage areas and move them frequency. Strict traffic regulation and control are essential.

Dispersion of vehicles is essential. A 50-foot dispersion between vehicles and facilities offers protection against loss resulting from hostile ground action including mortar and artillery fire. A dispersion of 150 feet between vehicles and facilities is a protection against hostile air attack and nuclear conditions. Alternate exits are selected and marked. They provide emergency exit if the main exit is blocked. When authorized, roadblocks are constructed. Antivehicular and antitank mines are placed on likely avenues of approach. Trucks and facilities are camouflaged with natural vegetation or lightweight screening systems. Vehicle tracks going into the area are concealed. Vehicle tracks going into unoccupied areas are made to deceive the enemy. As transportation commitments increase, the personnel to man the perimeter decrease.

### BASE CLUSTER OPERATIONS

The base cluster commander integrates base defense plans into a base cluster defense plan. This requires development of a rear operations communications system and coordination with field artillery, engineer, ADA, signal, and MP representatives through the division/brigade rear CP.

The base cluster commander assigns a defensive position and a sector to each base. He gives bases on likely

enemy avenues of approach a smaller sector. The base cluster commander also ensures each base's sector of fire overlaps the adjacent base's sector. He does this by checking sector sketches provided by bases. Sometimes interlocking fires are not possible between bases. In such cases, he plans other defensive measures. He covers gaps by planning for fires, obstacles, patrols, OPs, and sensors. He coordinates this planning with each base to avoid troops engaging friendly forces.

The base cluster commander keeps a sketch of the defensive plan. It shows–

- Base sectors of fire.
- Locations of mines and obstacles.
- Planned indirect fire coverage.
- OPs.
- Patrol routes.
- Positions of automatic and antiarmor weapons. These weapons include those in the DSA or BSA for repair. If the firing system is operable, the defense scheme includes these weapons, and mechanics work on them in their fighting positions.

Whenever possible, units occupy the same location within the DSA or BSA relative to other units every time the DSA or BSA moves. They build a habitual relationship with the units on all sides of them. This expedites coordination of sectors of fire. Night vision devices are likely to be scarce. Therefore, the overall security plan includes an illumination plan. Details on sector defense planning are in FM 19-4.

In addition, the base cluster commander plans for a reaction force from assets in the cluster. This force is called when a base's defenses maybe overwhelmed by a superior threat and combat forces are not available. The reaction force includes personnel, vehicles, machine guns, grenade launchers, rifles, and FM radios. It is well-rehearsed and reacts precisely and immediately. It plans and practices rally points and detailed procedures in advance, such as lanes of movement to various points on the perimeter. The DISCOM commander submits copies of the base cluster defense plan as well as proposed obstacles and indirect fire support plans to the division rear CP for review and approval.

The base cluster commander determines the level of threat and issues prearranged alerts to all bases. The base cluster commander determines the probability of an air attack and issues air defense warnings. The base cluster commander also plans emergency move procedures. If the DSA/BSA is under imminent danger from a Level II or III threat, the base cluster commander calls for an emergency move. The base cluster commander designates key elements in advance. He ensures they are prepared to move to a predesignated site with minimum notice. These include –

- The command section.
- Key battalion staff elements.
- Critical supply elements.
- Emergency medical treatment elements.
- Austere maintenance elements.

Troops perform emergency destruction of equipment and supplies (excluding Class VIII) to avoid enemy capture. Priority items for destruction include COMSEC items, fuel, ammunition, vehicles, communications equipment, and weapons. Additional information on moves is in Chapter 11.

Other duties of the base cluster commander are to identify primary and secondary entry points into the DSA or BSA and to designate preplanned landing zones for reaction forces. The base cluster commander also conducts regular (preferably daily) meetings with base representatives to update the defensive plan.

## TRAINING

DISCOM personnel are trained in defense principles and techniques. Training includes –

- Use of organic weapons.
- Communications procedures.
- Emplacement and monitoring of ground sensors.
- Preparation of defensive positions.
- Fire support coordination.
- NBC defense measures.

FMs 25-100 and 25-101 provide more information.

### Individual Training

All personnel have a part in base defense operations. Some require refresher training in the following areas:

- Preparation of individual fighting positions.
- Camouflage, cover, and concealment.
- Patrols and operation of roadblocks and checkpoints.
- Limited visibility operations.
- Cross-training on individual and crew-served weapons and supporting equipment available in the unit.

- Marksmanship, especially night firing, and the preparation of range cards.
- LP and OP operations. Emphasis is on security, sound and light discipline, and reporting procedures.
- Emplacement and maintenance of special observation and detection devices. These include sensors, flares, and remotely employed sensors.
- Cross-training in all communications equipment available in the unit.
- Construction of obstacles.
- Use of rally points.
- Use of individual and crew-served weapons in an air defense role.
- OPSEC.
- Identification of threat vehicles and equipment.
- Spot reports using SALUTE format.
- Fire support requests, coordination, and adjustment.
- Target engagement and designation techniques.
- Identification, marking, and neutralization of mine fields.
- Employment of mines and expedient defensive measures.

- NBC defense measures.

### Unit Training

Unit training focuses on rehearsal of base defense plans, continuation of the support mission under limited attack, and full occupation of defensive positions. The DISCOM/FSB asks the division/brigade rear CP for training support from combat units for tactical training. MI units provide OPSEC training.

Rehearsals include –

- Manning of defensive positions.
- Commitment of reaction forces.
- Coordination of supporting fires.
- Coordination with adjacent bases.
- Rearward movement of EPWs.
- Integration of external support by MPs and the tactical combat force.

BDOC and BCOC exercises also train leaders to exercise fire support coordination and test communications. They also exercise required coordination among bases, base clusters, and the division rear CP. Rehearsals are conducted at day and night and in various weather conditions.

## TERRAIN MANAGEMENT

DISCOM units have unique terrain requirements. They locate adjacent to established air, road, rail, and often, water LOCs. Their position simplifies the receipt of supplies and materiel from higher echelons, the movement of these supplies forward to the main battle area, and the evacuation, repair, and return of damaged equipment. Terrain also affects mission effectiveness. A maintenance unit located in a built-up area with adequate power, hardstand, and civilian resources is more efficient than if located in a forest with soft soil. The DISCOM S2/S3, in conjunction with the planners in the rear CP CSS cell, ensures the terrain managers in the operations cell know the terrain needs of DISCOM units. The terrain managers integrate DISCOM mission considerations with security and movements considerations.

The DISCOM establishes a DSA as a base of logistics and HSS operations for the division. The DSA (Figure 6-1) is typically an area occupied by the DISCOM CP and the MSB. This area also contains combat, CS, and COSCOM elements operating in support of the division.

Planners locate the DSA between the division rear and the rear boundaries of the forward deployed brigades. They position it next to the airhead or the beachhead and MSRs. It is normally 50 to 60 kilometers from the FLOT. The DISCOM commander in coordination with the ADC-S, G3, and G4 determines the specific location. They consider —

- Ability to support tactical plans.
- Location of EAD CSS units.
- Availability of roads and their capability to handle heavy traffic.
- Capacity for defense.
- Terrain.
- Ability of the area to accommodate expansion.

Logistics and HSS augmentation forces also operate in the DSA. Regardless of whether the division deploys into a low-, mid-, or high-intensity conflict,
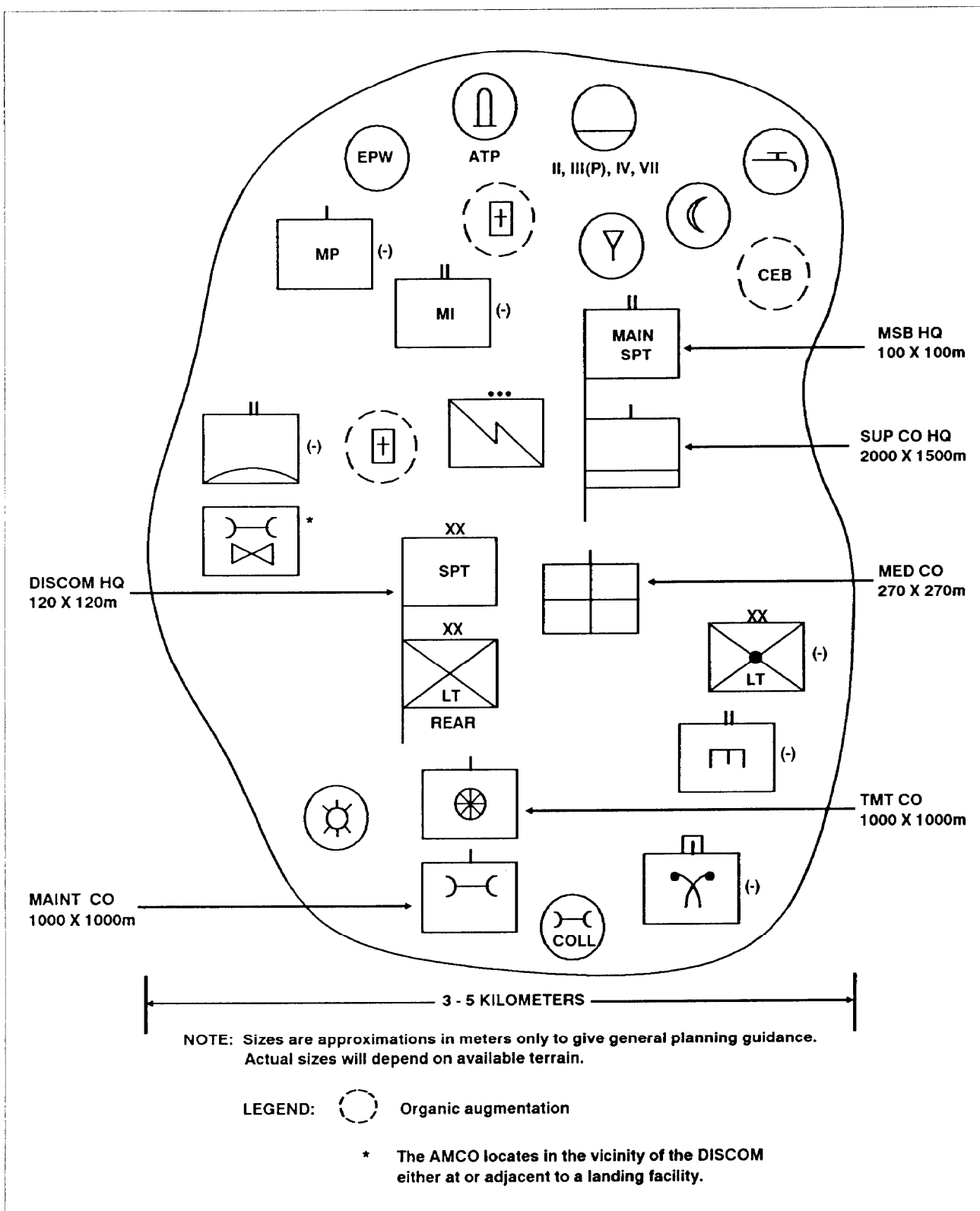
*Figure 6-1. Sample deployment of elements in the DSA.*

the following DISCOM elements typically operate from the DSA:

- DISCOM HHC and DMMC.
- MSB HSC.
- MSB medical company.
- MSB maintenance company.
- Transportation motor transport company.

Some DSA tenants are expected to always locate in the DSA. An example is the division rear CP. Others move in and out of the DSA depending on METT-T. Examples are the division MI elements and chemical company elements.

The base of logistics and HSS operations for the infantry brigade is the BSA. Figure 6-2 shows a typical layout. It is normally 25 to 30 kilometers from the FLOT. The brigade S3 selects the general location or sector of the BSA. He bases his decision on the tactical scenario and the recommendation of the FSB commander and the brigade S4. They consider—

- Availability of LOCs capable of supporting the operation.
- Capability of roads to handle heavy traffic in bad weather.
- Concealed areas for parking vehicles.
- Accessibility to air support assets.
- Ease of defense.
- Distance from enemy artillery. A typical distance from FLOT to BSA is about 25 to 30 kilometers. However, this distance will vary with METT-T.

The elements identified in Chapter 2 make up an FSB. However, the DISCOM commander may choose to cross-level assets between FSBs or send additional assets from the DSA forward. In addition, although the FSB is based in the BSA, commanders position elements on the battlefield to maximize support. For example, some ambulances forward deploy at AXPs, ambulance shuttle relay points, or BASS.

Elements in the BSA vary with a number of factors. The brigade troop list identifies the division units in the brigade area. An analysis of the list allows the FSB commander to determine who is in the BSA. The following list is a example of division elements that locate in the BSA:

- FSB CP.
- Brigade rear CP.

- FSB HSC CP.
- Class I point.
- Water point operated by MSB personnel.
- Class III point.
- Class II, III (packaged), IV and VII point.
- ATP.
- Salvage collection point.
- Mortuary affairs collection point.
- Forward support maintenance company CP.
- Maintenance shops.
- Class IX point.
- Forward support medical company CP.
- Division clearing station.
- Class VIII point.
- MP platoon.
- EPW collection point.
- MI team.
- ADA element.
- Engineer company headquarters.
- Signal platoon elements.
- Field artillery battalion field trains.
- Maneuver battalion task force field trains.

The FSB commander expects a number of corps elements to operate in the brigade area. Examples are a corps artillery unit and nondivisional chemical engineer units. COSCOM elements may augment the FSB to support these units. Some BSA tenants are always located in the BSA. Examples are the brigade rear CP and the FSB headquarters. Others move in and out of the BSA depending on METT-T. Examples are the division MI elements and the decontamination platoon.

Locations of DISCOM elements in the DSA and BSA vary depending on METT-T. General guidelines for positioning DISCOM elements in the DSA and BSA include the following:

- Position the DISCOM CP/division rear CP near center of the DSA for C2 and security reasons. Position the FSB CP/brigade rear CP near the center of the BSA for the same reasons.
- Balance the advantages of dispersion (reduced destruction from a single enemy strike) with the disadvantages (C2 constraints and extended perimeter). In general, though specific situations may dictate
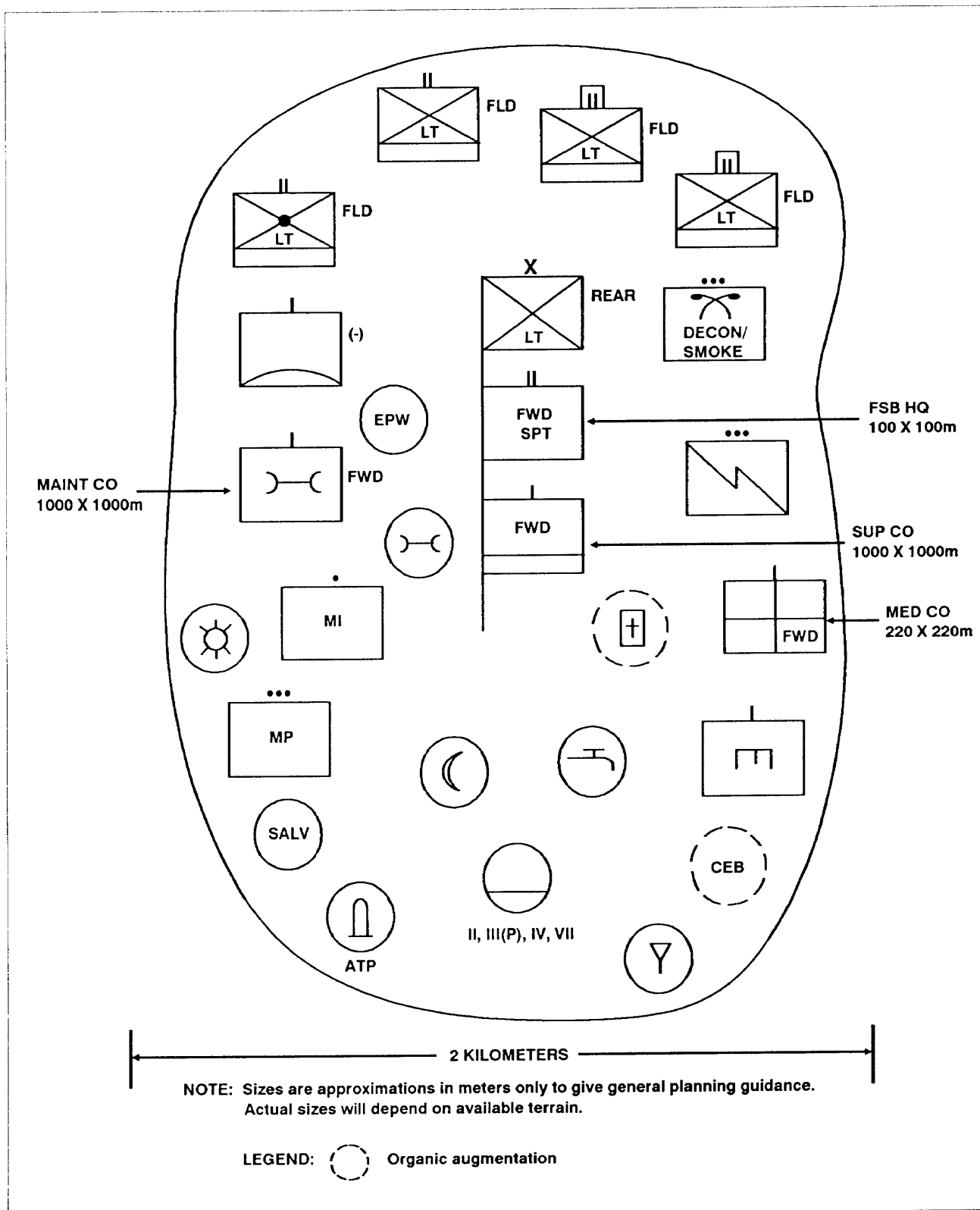
*Figure 6-2. Sample deployment of elements in the BSA.*

otherwise, the DSA occupies an area approximately 3 to 5 kilometers in diameter, the BSA, approximately 2 kilometers.

● Make supply points accessible to both customers and transportation assets replenishing the supply points.

● Locate supply points near drop zones or landing zones. This reduces the requirement for surface movement to distribute supplies.

● Keep the Class III point away from other supplies to prevent contamination. Locate it downstream from the water point or as far away as possible from a water point on a lake.

● Position mortuary affairs and salvage points near the MSR (possibly in the vicinity of the ATP). This helps maximize backhaul missions of transportation assets. It also provides a quick turnaround for corps vehicles.

● Locate the Class I point near the water point whenever water points are established in the DSA or BSA and water sources allow. If the water point and the Class I point are not collocated, post water point grid coordinates in the Class I area.

● Locate medical clearing stations away from likely target areas (ATP, Class III point, bridges, road junctions). However, they are near evacuation routes and near an open area for landing air ambulances.

● Locate maintenance sites so they are on firm ground and accessible to customers and recovery and evacuation vehicles.

● Position units with heaviest firepower along the most threatening avenues of approach.

In all cases, the elements in the DSA and BSA do not remain static. The DISCOM tracks and controls changes. All ground units entering the division rear area send a representative to report to the division rear CP collocated with the DISCOM CP. All ground units entering the brigade rear area send a representative to report to the brigade rear CP collocated with the FSB CP. They coordinate movement routes, positioning for units located in the DSA or BSA, communications support requirements and procedures, and security responsibilities and arrangements. Guards at points of entry into the DSA and BSA direct representatives of entering units to the division rear CP and the DISCOM CP or the brigade rear CP and the FSB CP. Also, base commanders notify the BCOC of all support vehicle arrivals and departures. Movement of displaced civilians and local civilians is also controlled.

Not only are changes in the elements located in the DSA and BSA occurring, but also changes are constantly taking place within the elements. MSTs and contact teams provide forward support. Medical evacuation elements move in and out of the DSA and BSA. Supply and transportation elements are involved in resupply efforts. Personnel available for defense actions are extremely limited within certain bases. Base commanders keep the BCOC informed of their situations.

Special considerations apply to locating a clearing station. There are three possibilities. First, the clearing station may locate near the center of the DSA or BSA. There surrounding bases can protect it. This increases the size of the DSA and BSA without adding defenders. This also increases traffic movement in the middle of the DSA and BSA. A second option is to assign a sector of the DSA or BSA defense to the medical company. Medical personnel can carry individual small arms for their own defense and the defense of patients in their charge. However, the duty of medical personnel is to care for the sick, wounded, and injured. They may not operate crew-served weapons. Any defense sector assigned to the medical company could have no such weapons. The final option is to locate the clearing station away from the rest of the DSA and BSA. It is then essentially protected by the enemy's compliance with the Geneva Convention. In view of the medical company's mission to provide area support to units in the division area and the constant coordination required with DISCOM elements, this option is not usually feasible. Regardless of the option chosen, security plans do not require them to take offensive action against the enemy. The Geneva Convention of Care of the Sick and Wounded is clear. It says that captured medical personnel exclusively engaged in caring for the sick and wounded or administering medical units are classified as retained personnel.

Determination of the enemy intent through intelligence gathering determines whether or not to employ the Red Cross. If the enemy respects the Red Cross, establishment of a clearing station within the BSA, and adjacent to lucrative, legitimate targets, is a hazard to the medical facility. It is more prudent to move the forward support medical company some distance from the BSA, fly the Red Cross, and openly declare its presence. When operating in a lodgment area, displaying the Red Cross is a standard procedure.

If operations are pushed forward where the intent is to deny the enemy any knowledge of the division's AO,

exposure of the medical unit alerts the enemy of a tactical unit's presence. Under these conditions, the medical company operates in stealth. It maybe more prudent to disassociate the FSB medical company from the BSA and hide it in a separate location. When hostilities begin, the Red Cross may be displayed without compromising the location of the BSA. At times, the intent of the enemy with respect to the Red Cross is unknown or is known to be one of no respect. Then hiding the medical company within the BSA is the best course of action. Personnel do not mark MTFs and use camouflage concurrently. FM 8-10 has a detailed discussion of camouflaging medical facilities, vehicles, and aircraft on the ground.

In some cases, the DISCOM/MSB or FSB echelons its assets. This technique involves MSB or FSB elements operating from both the support area and a forward logistics base. The DISCOM/MSB or FSB commander task organizes a multifunctional forward logistics element from support battalion assets to operate from a forward logistics base. The technique may be appropriate to support –

- Fast-moving offensive operations over significant distances.
- Early phases of contingency operations.
- Units geographically separated from the other units supported by the support battalion.

The FLE can get critical support assets closer to the supported units without taking the time it requires to move the entire support area. This allows units to get key support without having to go all the way back to the support area. The FLE can also function as the lead element of a support area move. In this role, the element provides continuous support while the rest of the support battalion moves. The forward element prepares (within its capabilities) the FLB to become the new support area. Once the rest of the support battalion closes on the base, the FLE may then move forward again. This allows the battalion to provide uninterrupted forward support as the force continues to advance.

The composition of the FLE varies with a number of factors. DISCOM planners consider including at least bulk fuel, ammunition, maintenance, and medical treatment and evacuation assets. The FLE also includes a member of the support battalion's support operations or S2/S3 staff to coordinate operations. He needs the capability (communications equipment and SOI) to communicate with both the supported units and the support area operated by the support battalion. Supported units have to know where the FLB is, what support is available there, and when the base is operational. The DISCOM/MSB/FSB staff ensures the OPORD or logistics overlay is available to supported units and includes these details. Support battalion planners also plan for and coordinate the security of the FLB. They request MP or ADA support as required.

## AREA DAMAGE CONTROL

The division commander provides guidance to planners on support requirements. This includes area damage control. Area damage control within the rear area is a responsibility of the ROC. He is responsible for the ADC plans and activities to reduce the effects of enemy attack or natural disaster on units within the division rear. The ROC places priority on actions preventing or reducing the interruption of logistics and HSS operations. He considers the effect of diverting DISCOM elements to ADC tasks. He prepares to usc all available resources to prevent interruption of logistics and HSS.

Planners in the G4 shop and DISCOM ensure logistics and HSS are available to support the division. When ADC assets are available, the division rear CP provides each base with external support to overcome an attack and return to its primary mission.

Effective planning, setting specific responsibilities, and use of all available assets to conduct ADC help restore operations and provide continuous support. ADC assets are limited. In emergencies, assets are diverted from other missions. In most cases, bases use local assets to deal with the situation.

Effective damage control is decentralized and executed at the lowest level. DSA and BSA base commanders review and identify all assets available within the base. They also assess the base's capability to conduct ADC operations. Assets include medical evacuation and treatment elements. They also include equipment evacuation and repair, critical supply, and EOD assets. DSA and BSA base commanders and the DISCOM commander identify critical support points. These include points that are the sole local sources of supplies. They examine innovative ideas and initiatives to minimize damage. The commanders

assess the base and base cluster capabilities to conduct ADC operations. They coordinate with host nation assets, MPs, and engineer units through the division rear CP. ADC plans are included in the BDOC and BCOC defense plans.

The division rear CR with DISCOM assistance, reviews all division rear base cluster defense plans. It ensures ADC plans are adequate and compatible. It also identifies HNS available and performs the required coordination to implement plans. The DISCOM S2/S3 helps the division rear CP identify emergency food, clothing, water, and fuel sources, and available distribution assets.

In accordance with the ADC guidelines, bases in the rear area complete the following tasks before an incident occurs:

- Designate specific individuals and units to perform ADC operations.
- Attempt to disperse and harden units and facilities to minimize damage; when practical, use existing structures.
- Establish priorities within the area of operations. Identify those critical facilities requiring protection. Prioritize the responsibilities based on the commander's directives. Report critical facilities not provided necessary ADC support immediately.
- Prepare, coordinate, and rehearse ADC plans and SOPS.
- Organize, equip, and train personnel and units for ADC operations.
- Designate alternate operational sites or alert areas; ensure a distribution of support exists in the rear area when possible. Report facilities or supply points that are sole source facilities.

Bases in the rear area complete the following tasks during and after an incident:

- Conduct an immediate assessment of the damage. Ensure the information is reported to the ROC. Simultaneously, initiate actions to isolate the danger areas and to prevent extension or continuation of the damage (for example, fight fires, stop gas leaks, minimize flooding).
- Where feasible, prevent fires by bunkering and isolating flammables and explosives. Fight existing fires with stored water or identified water sources. Extensive fire fighting is primarily a unit responsibility with support from engineer

fire-fighter teams where available. However, due to the extended distances involved and the current technology that produces widespread devastation, alternate means may have to be used. Local fire-fighting capabilities such as HNS or the acquisition of commercial material to support ad hoc fire-fighting teams are options.

- Perform self-, buddy-, and first aid for casualties, and transport casualties. If possible, medical personnel and vehicles are used to evacuate patients. However, the timely transportation of casualties is important. The use of nonmedical vehicles is required in mass casualty situations. If possible, medical personnel accompany those patients being transported in nonmedical vehicles. They provide en route patient care.
- Coordinate with the MPs to provide traffic control. Ensure fire-fighting equipment gains access to the area and ambulances and evacuation vehicles clear the area. MPs notify the nearest base cluster commander of blocked routes. They divert traffic as necessary to ensure forward support is maintained and evacuation routes remain open and uncluttered with traffic. The MPs also provide refugee control, straggler control, and some local security.
- Coordinate with the engineers to support critical facilities. They construct fortifications and barriers and clear debris and rubble in support of the base ADC mission. Engineer units do not expend ADC resources to remove rubble and debris that have no bearing on mission accomplishment. Rubble and debris not affecting mission support remain as battle damage. Civil affairs units are advised of battle damage not cleared.
- Coordinate EOD support to area damage control operations with the EODCT. Three to ten subordinate EOD detachments are allocated to each corps. If the division operates in conjunction with a corps, EOD support comes directly from the EODCT.
- Coordinate for decontamination support. The contaminated units evacuate along specific routes (not the MSR) assigned by the MCO to the appointed decontamination sites. The MPs provide route control.

Successful ADC operations require detailed planning, training, and rehearsals. The base is the cornerstone of this system. The ROC carefully weighs base priorities and provides ADC support to the bases as quickly as possible.